

USACE 2012



APPENDIX B

SUPPORT OFFICES

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Corporate Information (CI)

VISION FOR FUTURE

The vision for Corporate Information is to migrate from a highly decentralized Information Technology/Information Management (IT/IM) service model to a regional-enterprise model. Oversight and management of many “basic” IT/IM services will be at the RBC and enterprise level, providing services down to the District. HQ Corps of Engineers Corporate Information Directorate (CECI) will serve as the executive proponent for national/enterprise-level IT/IM services and will be directly responsible for developing and sustaining all IT/IM policy and doctrine.

The RBC Division Information Managers/Regional Chief Information Officers (DIM/RCIO) will manage Regional IT/IM services in such a manner to provide a more cost-effective way of aligning technology and information services that support and enable core business processes. Basic IT services will be treated as a “commodity” and shift away from the paradigm of fully owning, controlling, and operating IT assets, products, and services.

The business model for managing and distributing basic IT/IM services at the District, Region, or Enterprise is currently being formulated as part of the Strategic Sourcing Initiative led by Washington HQ with participation from all levels of USACE.

GUIDING PRINCIPLES

Actualize the Regional Business Center. Regional management of many IM/IT services, functions, and resources that allow District Commanders the ability to focus on the core business line products and services.

Headquarters Focus. Washington HQ is to focus on strategic IT/IM planning, doctrine, and direction as well as “enterprise” IT/IM services and architecture.

PROCESS IMPROVEMENTS

Strengthen the Corporate Management of Corps of Engineers Enterprise Information Services (CEEIS) and the Configuration Control Board (CCB). The current CEEIS CCB will be strengthened by including mission functional representatives on the board and linking the board’s recommendations to direct mission support results and costs. The board’s recommendations will be linked more directly into IT portfolio investment decision process. USACE must link all recommendations, proposed actions, and budgets to an overall CEEIS strategic plan that is reviewed and accepted by the CCB and ultimately approved by Washington HQ. The Corporate Information Directorate (CECI) will serve as the functional proponent for the board and the CEEIS Program Manager will be responsible for managing and administering board processes and meetings.

AIS Program Management Consolidation. AIS program management is widely decentralized. AIS programs will be centrally managed at the Washington HQ under the direct supervision of the Corporate Information Directorate. Technical support and applications development will come from a Central Design Activity that will be selected on the basis of competitive proposals.

Eliminate One of Two Processing Centers. The elimination of one of two CEEIS processing centers, Western Processing Center (WPC) and Central Processing Center (CPC), will be evaluated to determine if savings would be realized while maintaining quality of service.

Evaluate the Feasibility of Migrating CEEIS to the Army Network Command (NETCOM). The Army established NETCOM in 2002 to relieve MACOMS from the responsibility of operating IM architectures. NETCOM operates the Army Enterprise Info-structure (all Army networks and systems) via a Regional CIO who is part of the Installation Management Agency (IMA). It is not certain if NETCOM will by order or direction take over CEEIS thereby absorbing the USACE Info-structure, or if USACE will continue operating under TECHCON (Technical Control) to NETCOM. The feasibility of migrating to NETCOM will be evaluated considering the varying customer and partner base of the different USACE mission areas. The evaluation will determine if and how the requirements of these mission areas can be accommodated in a NETCOM environment.

Regionalize Basic IM/IT Services Across USACE. This process change will fully leverage existing technologies to help USACE migrate from its highly decentralized IT/IM service model to a regional-enterprise model in providing baseline/basic services. The oversight and management of various IT/IM services will migrate from the local level (District/Center) to a Regional Business Center.

This migration will provide significant savings in District overhead costs. The leasing of hardware and software associated with these services will also be considered in lieu of purchasing. Districts will continue to fund for their local services as they have in the past but will experience a reduction in overhead costs. Basic IT/IM services include (but are not limited) to the following:

<ul style="list-style-type: none">• IT Consulting Services	<ul style="list-style-type: none">• Testing and Integration Services
<ul style="list-style-type: none">• Web Page Administration	<ul style="list-style-type: none">• Training and Education Services
<ul style="list-style-type: none">• Applications Development	<ul style="list-style-type: none">• Desktop Configuration Management
<ul style="list-style-type: none">• Application Configuration Management	<ul style="list-style-type: none">• E-mail Management

<ul style="list-style-type: none">• Database Administration	<ul style="list-style-type: none">• Long Haul Communications Administration (data)
<ul style="list-style-type: none">• Information Assurance	<ul style="list-style-type: none">• System Administration of Physical Servers (i.e., local database, file, web)
<ul style="list-style-type: none">• Management of the Enterprise Architecture	<ul style="list-style-type: none">• Help Desk
<ul style="list-style-type: none">• Hardware and Software Maintenance Support Services	<ul style="list-style-type: none">• LAN Management and Administration
<ul style="list-style-type: none">• IT Capital Planning/Resource Management	<ul style="list-style-type: none">• Telephone Services/Devices
<ul style="list-style-type: none">• Records Management	<ul style="list-style-type: none">• Wireless services/devices
<ul style="list-style-type: none">• Touch labor	<ul style="list-style-type: none">• Reproduction Services (copiers, fax machines)
<ul style="list-style-type: none">• Printing and Publication Services	<ul style="list-style-type: none">• Library Services
<ul style="list-style-type: none">• Visual Information Services	

The ratio of IM/IT support staff to supported personnel will be reduced gradually to match the industry average of a 1:75-100 ratio (service provider/customer). USACE current ratio is approximately 1:32.

The Strategic Sourcing Program Office in conjunction with the USACE Chief Information Officer (functional proponent for IT/IM missions, programs, functions, services and processes) will be conducting an A-76 commercial activities Public-Private Competition in FY04. All IT/IM functions and services will be identified, along with their service quality levels (SQLs), by a Performance Work Statement (PWS) Team as part of this competition. Also as part of the competition, contractors and an in-house Most Effective Organization (MEO) Team will submit their responses (hence the competition) to the PWS (a part of the solicitation). The USACE Agency Tender Official (ATO) submits the USACE response to the solicitation. The response identifies the MEO, as well as the Residual Effective Organization (REO), on how the PWS requirements will be satisfied. The Source Selection Authority (SSA) will make the competition decision based upon a best-value cost comparison. It is through this competition that the most efficient and effective means for providing and managing IT/IM services for all levels of USACE will be determined.

The USACE 2012 Report is a key document, among many, that the MEO Team will use. The studies, analyses, and decisions made by the MEO Team will ultimately dictate organization structure and resources. The organizational structure for the MEO and REO will not be known until the MEO Team completes its work, the ATO tenders the USACE response, and the SSA makes his/her competition decision. Regardless of the SSA competition decision, the REO management/organizational structure will have to be implemented.

Establishment of Regional Server Farms. There are hundreds of servers across USACE being “system administered” at the local level and not being utilized at their full capacity. Regionalizing these servers (either physically or logically) to “regional server farms” will result in a reduction in the quantity of servers and the overhead associated with administering these devices, reduce software and hardware licensing costs, eliminate single points of failure, optimize the ability to secure them, and reduce the amount of communications circuits (hence costs) needed to access these devices. The Director of Corporate Information will pursue this change as part of regionalizing IM/IT services.

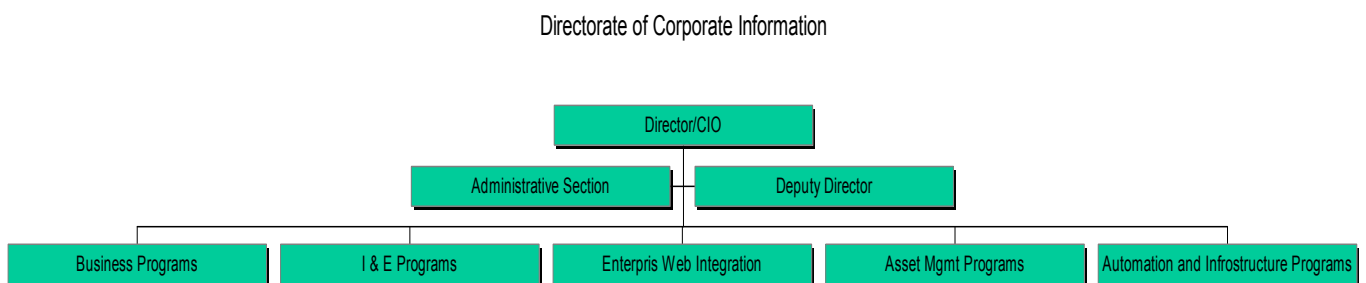
Award a Nationwide IT/IM Services Contract. A single nationwide contract will facilitate regional management of contracted services while eliminating overhead costs associated with multiple IT/IM service contracts. It also streamlines contract management by having a point source for managing all IT/IM services with a common understanding of USACE Enterprise Architecture objectives. This approach is also consistent with the Strategic Sourcing initiative.

ORGANIZATIONAL DESIGN

The organizational template at the Washington HQ will realign CECI Directorate personnel into Program Management cells consistent with OMB 300B program submissions and will provide end-to-end support to all USACE business line functional proponents and the RITs. This support includes:

- Determining appropriate products or services with clients or customers to define project scope, requirements, and deliverables.
- Developing, modifying, or providing input to project plans.
- Implementing project plans to meet objectives.
- Coordinating and integrating project activities.
- Managing, leads, or administering project resources.
- Monitoring project activities and resources to mitigate risk.
- Implementing or maintaining quality assurance processes.
- Making improvements, solving problems, or taking corrective action when problems arise.
- Giving presentations or briefings on all aspects of the project.
- Participating in phase, milestone, and final project reviews.
- Identifying project documentation requirements or procedures.
- Developing and implementing product release plan.
- Identifying customers’ information systems requirements.
- Analyzing information systems requirements or environment.
- Designing or conducting analytical studies, cost-benefit analyses, or other research.
- Evaluating, monitoring, or ensuring compliance with laws, regulations, policies, standards, or procedures.
- Preparing IT governance requirements such as OMB 300 submissions and IT Capital Investment Planning documentation.

- Purchasing or contracting for IT services, equipment, products, supplies, property, or other items.
- Integrating information systems subsystems.
- Developing information systems testing strategies, plans, or scenarios.
- Identifying standards or requirements for infrastructure configuration or change management.
- Participating in change control (for example, reviewing configuration change requests).
- Developing or implementing information systems security plans and procedures.
- Ensuring appropriate product-related training and documentation are developed and made available to customers.



- Each program cell will provide dedicated matrix support to the Regional Integration Teams (RITs).
- Full-Time Equivalent (FTE) level of effort may vary slightly between cells.

CORPORATE INFORMATION FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
31	24	55

The Director for Corporate Information will matrix appropriate FTEs in direct support to the Regional Integration Teams.

Cell leaders are also Sub-Community of Practice Leaders (Sub-CoP) responsible for associated doctrine, policy, and sustenance of their respective community of interest. Major Sub-CoPs may include Information Assurance, IT Governance and Capital Investment, Enterprise Architecture, Records Management, Printing and Publications, and Library Services.

IMPLEMENTATION

FY04 –

- Develop a Program Management Plan to document plans and schedules for addressing all the process changes.
- Commence evaluations concerning the feasibility of eliminating 1 regional processing center and migrating CEEIS to NETCOM. Complete the evaluations by the end of FY04.
- Develop implementation plans to move to regional IM/IT services and equipment. Present these plans to senior leaders and commanders for review and approval.
- Develop recommendations for strengthening the management of CEEIS; present the recommendations to the senior leaders and commanders for review and approval.

FY05 –

Continue implementation of the process changes that have been approved.

- Complete implementation of all process improvements.

Corporate Integration Directorate (CID)

VISION FOR FUTURE

The objective mission of the Corporate Integration Directorate (CID) (formerly the Command Planning Group, CPG) is to help the Corps peer into the distant future and shape its strategic direction. The CID will make a lasting impact by improving business performance, institutionalizing learning, shaping management thinking, developing doctrine, managing cross cutting initiatives, and integrating all business processes not unique to particular business lines or programs. The CID will collaborate with the Military Programs and Civil Works Integration Divisions and the Directorate of Research and Development to synchronize strategic planning and business process improvements.

GUIDING PRINCIPLES

Working with appropriate stakeholders, the CID will facilitate integration among HQUSACE and Division echelons to align all mission and support functions into One Corps with One Headquarters. This alignment will allow multiple USACE levels to operate seamlessly and more interdependently to meet evolving national and customer needs and expectations. The CID will propose and coordinate key evolving command strategies. The role of the professional staff will be to leverage a sophisticated arsenal of management frameworks, tools, and techniques, as well as facilitate the collaborative efforts of the senior leadership to solve a range of complex challenges facing the Nation. The CID is focused on supporting the major mission areas of the Corps as envisioned in 2012.

CID RESPONSIBILITIES

Corporate Strategic Planning

- Research, monitor, and synthesize global trends affecting the future of USACE.
- Analyze new Administration and DoD strategies for impacts on USACE.
- Propose USACE corporate strategies for addressing the changing external environment.

Corporate Strategic Integration

- Collaborate with designated points-of-contact within each Mission Directorate to formulate an integrated strategic plan for USACE that supports the RBC.
- Leverage executive leadership conferences (Command Council, Senior Leadership Conference, ENFORCE, Leaders Emeritus, Leadership Transitions) as enablers to improve all aspects of strategic planning.

- Institute executive and staff learning mechanisms so that the senior leadership, managers, and staff learn more about strategic planning and grow USACE's strategic thinking capacity. Continually improve the learning system by keeping materials fresh and current.
- Integrate the USACE Campaign Plan with key actions and initiatives that will be launched throughout the Command.
- Synchronize and strengthen liaison activities with the RBC and Washington HQ mission areas on operations and execution and strategic planning.
- Maintain closer contact with the Director of Regional Business (DRB) in the RBC to increase relevancy and effectiveness in creating a community of practice for strategic management.

Strategic Metrics

- Develop strategic metrics in collaboration with all mission areas.

Relationships Management

- Assist in defining key relationships that will generate strategic interaction, strategic alliances, and strategic commitment.
- Work in collaboration with PAO to propose senior leaders' external visits and HQUSACE office calls by influential outside leaders to develop defined relationships.

Issues Management

- Support the Chair of the USACE Issues Management Board (IMB) in planning and managing its activities.
- Support the strategic committees.

Business Planning and Corporate Strategies

- Outreach
- Communities of Practice (CoP)
- Regional Business Center (RBC)
- Knowledge Management

ORGANIZATIONAL DESIGN

Skill mix and size of staff will be adjusted as existing initiatives are completed and new initiatives are undertaken.

Leadership. The leader of the CID will be a dual-hatted SES.

Team. The CID (both resident and virtual) will be comprised of strategic planners and business process professionals, practitioners, subject matter experts, and a small administrative staff. Staff will consist of permanent cadre (resident in HQUSACE as well as other locations), supplemented by detailees and external specialists depending on the specific initiatives.

CORPORATE INTEGRATION DIRECTORATE FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
20	0	20

IMPLEMENTATION

Begin Implementation 1 October 2003 by combining the existing Command Planning Group with Competitive Sourcing.

Equal Employment Opportunity (EEO)

VISION FOR FUTURE

The Equal Employment Opportunity function serves all USACE business lines equally as it supports all employees in all locations throughout the Corps of Engineers. At present, every level of command has one or more EEO staff members assigned to that command. There is considerable overlap between echelons of functions performed at more than one level. As a result, EEO will streamline the staff EEO work performed at the Division level, and ED&M resources currently performing these functions will be moved under the operational control of HQUSACE EEO. Processes will be streamlined. In addition, all collateral duty EEO counselors will be eliminated and full-time permanent EEO counselors paid on a reimbursable basis will provide EEO counselor services throughout USACE.

GUIDING PRINCIPLES

Actualize the Regional Business Center. By the year 2012, USACE EEO program will be operated under a “HQ forward” regionalized concept with District offices intact. The regional concept will include professional counselors, automated data retrieval, and complaint processing capabilities. A regional focus will allow for consistency in implementing the EEO process and programs, as well as consistency in training and policy interpretation. CEEO will serve as a policy and oversight body to the regional EEO operations. The uniqueness of issues in each region requires that all operating functions be conducted at the regional level with CEEO providing guidance to regions on program policies, practices, and processes to include, but not limited to, the following:

- CEEO monitoring compliance with EEOC and DA regulations for all regions. Each region will measure compliance in their respective Districts.
- CEEO ensuring all reports to DA and EEOC are accurate, submitted in a timely manner.
- CEEO serving in an advisory manner to CG and Division Commanders on all regional and HQ issues.
- CEEO providing advisory service to regions on all EEO-related training.

PROCESS IMPROVEMENTS

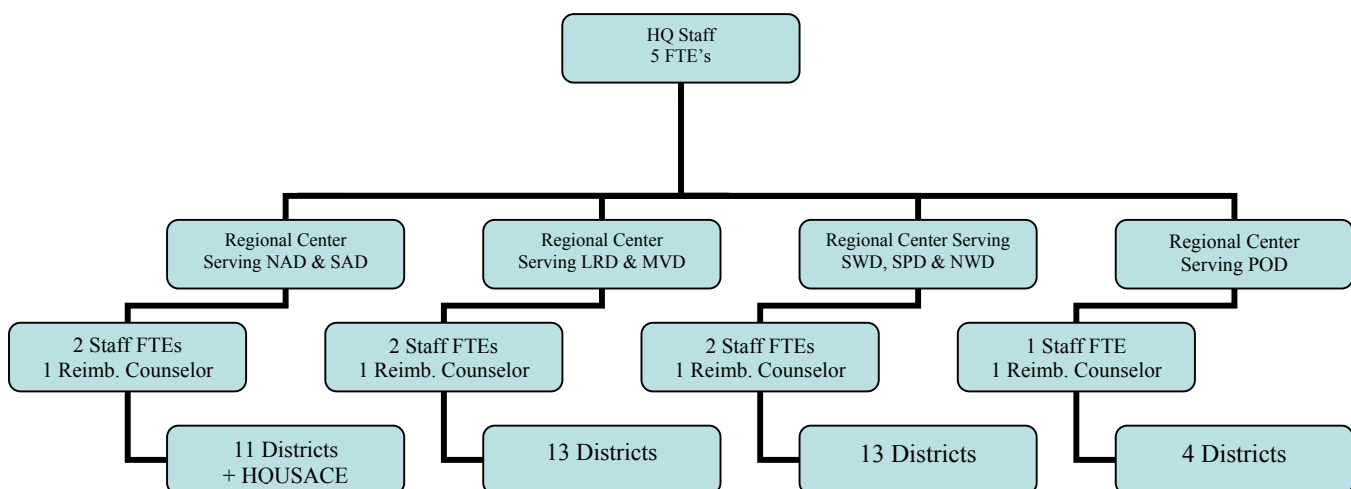
The use of collateral duty counselors for EEO complaint counseling will be eliminated. Improvements and savings will be realized in many areas, including timeliness of processing complaints, reduction of training costs, and quality of reports. In addition, Corps employees currently engaged in collateral duty counseling will be returned to mission work, by the hiring of dedicated EEO Specialists to serve as regional full-time EEO counselors on a reimbursable basis.

Recommendations regarding streamlining of staff-level EEO functions do not significantly change how Districts perform operational EEO functions.

To allow for prior Division Staff EEO functions to be performed by fewer employees, some functions will be done only at District and/or HQ level. In particular, Affirmative Employment Plans (AEPs) and accomplishment reports will no longer be done separately for Divisions. A corporate AEP will first be developed by HQUSACE to indicate the overall corporate status and plans. District plans will then be developed to reflect District scenarios and needs in support of the HQ overall objectives. The AEP covering HQUSACE employees will be expanded to cover the “One Headquarters” concept and include employees at all Division headquarters.

Other efficiencies will allow for a reduced number of employees to perform the remaining work to include such things as EEO awards being sent directly from Districts to HQ without a pass-through at Divisions, delegating to the servicing District the responsibility to assist with individual recruiting/selection actions, and placing the regional resources under the HQUSACE EEO Manager so that administrative functions of budgeting, etc. are no longer required and will not be necessary for the “forward” employees.

ORGANIZATIONAL DESIGN



The efficiency and effectiveness of EEO operations Corps-wide can be improved by straight-lining ED&M EEO Officers under HQUSACE EEO. This will enable the programs to be more consistent and aligned with Corps objectives and strategies. One key aspect of this concept is that subject matter experts, i.e. the USACE EEO, will supervise all ED&M funded EEO Officers. Consequently, they will receive more direct program management. The oversight and quality assurance/quality control functions of the HQ and HQ-forward people should be greatly enhanced. This concept also significantly improves the ability of the career field to fill gaps when vacancies occur, cross-level workload, develop skills of EEO careerists and capitalize on particular expertise at various locations to enhance capabilities at all locations.

The HQUSACE EEO staff will remain at a level of 5 FTEs and the regional ED&M spaces will be 7 FTEs deployed regionally as required. The responsibility of reviewing all District AEPs

will be added to HQ; currently, there is a roll-up from the Divisions. Although HQ-Forward EEOs will conduct EEO program oversight, ultimate responsibility will shift to Washington level HQ. EEO automation services at HQ will increase with the need to provide on-time data and services to the EEO community. Program Management will not be three-tier, but two-tier, from HQ to Districts. Correspondence (Congressional/Special Emphasis) will be coordinated at HQs only (HQ to Districts). HQ EEO will have rating, training and supervisory responsibility for all HQ-Forward EEOs and will have to coordinate the logistical needs for them as well. District-level EEOs will be in direct support of their respective Districts. District EEO relationships with District Engineers will remain unchanged.

EQUAL EMPLOYMENT OPPORTUNITY FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
12	0	12

IMPLEMENTATION

Effective October 2003, all Regional EEO positions will move to the operational control of the Washington HQ EEO Office. Until achievement of the FTE reductions, geographic dispersion in servicing regions will not be addressed. Instead, after achieving the target FTEs for the “forward” positions, any vacancies recruited can address geographic proximity to serviced regions. Full implementation will be achieved through attrition no later than October 2005. New position descriptions will be developed for the regional HQ-Forward concept. Movement of remaining Regional EEO staff members to the new position descriptions will be phased as relevant within Federal personnel regulations. Appropriate recruitment actions are needed immediately upon implementation for the four full-time EEO specialists who will serve as regional complaint counselors. Location of these positions is flexible, to be determined on a case-by-case basis based on such issues as complaint workload, candidate availability, and locations, ease of travel, etc.

The Engineer Inspector General (EIG)

VISION FOR FUTURE

The Office of the Engineer Inspector General will remain a separate organization within USACE. Although, serious consideration was given to combining the Office of Internal Review (IR) and the EIG, HQDA guidance prohibits consolidation of the EIG and IR functions at this time. The EIG function follows the National Support model (Model A) with all personnel assigned to the Washington Headquarters.

The Engineer Inspector General function serves the general public, Corps employees, and all USACE business lines equally. Major functions include, but are not limited to, inquiring into, and periodically reporting to the Commander on, the discipline, efficiency, economy, morale, training, and readiness of the command; periodically proposing programs and systems to the commander for inspections and recommending additional inspections and investigations as appropriate; providing assistance to commanders, soldiers, family members, and civilian employees as requested; and teaching Army policy, procedures, systems, and processes to inspected activities to improve operations and efficiency and accomplish command objectives.

GUIDING PRINCIPLES

The EIG continues to serve the Command as a separate organization IAW the National Support Model.

ORGANIZATIONAL DESIGN

The EIG will be restructured into an Executive Office with an Assistance and Investigation Division and an Inspections Division providing direct support to the entire organization. The Chief of Plans positions will be eliminated, and the Engineer Inspector General Representative position moved into the Executive Office. Additionally, two vacant positions in the Assistance and Investigations Division and one vacant position in the Inspections Division will be eliminated. Also, all administrative functions will be consolidated in the Executive office. All ED&M functions will be performed by a team managed centrally from HQUSACE.

THE ENGINEER INSPECTOR GENERAL FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
12	0	12

IMPLEMENTATION

Adjust MMD to reflect revised staffing levels immediately.

Internal Review (IR)

VISION FOR FUTURE

The Internal Review function serves USACE commanders, business line managers, and support office managers with professional advice on audit, risk management, business process, and management control issues. Auditors perform audits and reviews as requested by commanders, business line managers, and support office managers. Additionally, auditors perform reviews required by regulation and law.

GUIDING PRINCIPLES

The Office of Internal Review will serve the Command as a separate organization IAW the National Support Model (Model A).

PROCESS IMPROVEMENTS

Eliminate the wide-view, multi-location audit function now performed by CEIR, leaving such audits to virtual teams of experts from the field and managed by the Headquarters. All reporting will flow directly from the Districts to CEIR, eliminating an added review at the Division level. Also, all policy guidance will flow directly from CEIR to all audit offices. Currently, guidance is issued to Divisions who, in turn, send it on to the District IR offices. Auditor subject matter experts in the areas of policy/reporting, Chief Financial Officers Act (CFO) compliance issues, liaison, and contracting emergency response will be designated. Auditors at all levels will be able to call on these designated experts for their technical knowledge and expertise in USACE functions. This type of Technical Expert program is currently in use for several functional specialties at numerous locations in the field.

Quality assurance and CFO compliance, two functions now performed at the Division level, will be centralized. Subject matter experts in policy/reporting, liaison, and contracting emergency response will be retained and managed centrally. Regional auditors will be responsible for EIG/IR functions in the field. Audit requests will be weighed to determine which reviews were most compelling and those reviews will be prioritized. More work will be monitored and fewer reviews will be completed at the regional level. Streamlining will result from reporting and policy flowing directly between headquarters and subordinate offices, where currently everything is consolidated at the Division level. Additionally, centrally managing quality assurance and CFO efforts will result in significant timesavings but might also result in less compliance.

ORGANIZATIONAL DESIGN

The office of Internal Review will be centrally located with a Chief and administrative position with ten auditors. Four of the auditors will be dedicated to support the Regional Headquarters. All IR functions will be performed by a team managed by CEIR. 8 FTEs will be located in CEIR with 4 FTEs assigned to support the RBCs. These individuals will be organized in teams

and will report to the HQUSACE functional lead. Physical location of these four individuals will be determined by the functional lead.

INTERNAL REVIEW FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
12	0	12

IMPLEMENTATION

Adjust MMD to reflect revised staffing levels immediately.

USACE Finance Center (UFC)

VISION FOR FUTURE

Provide responsive, professional finance and accounting support on a centralized basis, worldwide. Compete successfully in A-76 studies as required. Successfully implement P2, a regional financial database, and new or revised resource management systems (replacing CEFMS) to accommodate both.

GUIDING PRINCIPLES

Act as One HQ and One Corps

- This centralized function, one of the first centralized functions internal to USACE, clearly support this primary principle.
- With implementation of the new PgM systems (P2) and the new finance and accounting system (replacing CEFMS), the UFC will be a source of expertise for operating a regional and national finance system.
- The regional database will actualize the Regional Business Center.

PROCESS IMPROVEMENTS

No specific process improvements are required at this time. The funding source for 2 FTEs will be moved from ED&M to fee-for-service based on the review and analysis of the HQ liaison and Audit Review Functions that do not meet the criteria for ED&M funding.

ORGANIZATIONAL DESIGN

Reduce ED&M FTEs by 2. 18 ED&M FTEs remain to accomplish upward reporting and HQ CFO requirements. The UFC will report directly to the Director of Resource Management/CFO at the Washington HQ.

USACE FINANCE CENTER FTE ALLOCATION

Authorized (Civilian – ED&M)		
Washington HQ	Regional HQ	Total
18	0	18

IMPLEMENTATION

- Change funding source for 2 ED&M funded positions beginning in FY04.
- Implement new PgM system in FY04 and new financial system in FY06.
- Perform A-76 study on the functions performed by the UFC during FY04-05 timeframe.
- Initiate action immediately to create regional databases. Ensure coordination with P2 fielding.

Humphreys Engineer Center Support Activity (HECSA)

VISION FOR FUTURE

The Humphreys Engineer Center real property will be returned to Fort Belvoir. The Humphreys Engineer Center Support Activity (HECSA) will not exist in the future Objective Organization, USACE 2012. Operational support to HQUSACE, other Corps organizations, and DoD currently being provided by HECSA will be provided by the North Atlantic Regional Support Center. This support will be provided either by center staff in a virtual organization or by contract. The North Atlantic Regional Support Center will provide Contracting, Equal Employment Opportunity, Information Management, Logistics Management, Office of Counsel, Resource Management, Safety and Occupational Health, Security and Law Enforcement, and Small Business operational support to HQUSACE. Department of the Army will provide Human Resources support.

GUIDING PRINCIPLES

Actualize the Regional Business Center Concept/Act as One Corps. Washington HQ will be treated similar to a geographic District within the NAD area of responsibility for operational support services.

PROCESS IMPROVEMENTS

Consolidation with a larger Regional Support Center will result in economies of scale.

ORGANIZATIONAL DESIGN Not applicable.

HUMPHREYS ENGINEER CENTER SUPPORT ACTIVITY FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
89	0	89

IMPLEMENTATION

Transfer 89 ED&M FTEs to North Atlantic Division (plus 27 reimbursable FTEs). Conduct a detailed study and analysis immediately to determine the most effective and efficient means to disestablish HECSA. Previous studies will be used to the maximum extent possible to expedite the study. An independent study will be conducted involving the feasibility of transferring the real property back to the Department of the Army or to another organization or agency. This study will be finished by 1 April 2004 and presented to the Deputy Commander.

Office of History (HO)

VISION FOR FUTURE

The Office of History mission is “to collect, document, interpret, and preserve the history and heritage of the U.S. Army Corps of Engineers. It serves as principal advisor to the Commanding General and the Chief of Military History on all matters pertaining to the history and heritage of the U.S. Army Corps of Engineers. In addition, CEHO establishes and oversees policy for the USACE Historical Program as part of the U.S. Army Historical Program, as directed by Army regulation.

CEHO must position itself to be flexible and adaptive and be closely linked to the strategic planning process. A key function of CEHO is historical analysis that results in a variety of products from quick studies to published monographs, providing context and lessons learned in a timely fashion for senior decision makers. The Commander’s Planning Group will regularly involve Corps historians as consultants and as team members in the strategic planning process. The Office of History will be a key player in the USACE Learning Organization, will participate in developing and executing USACE communications strategies, and will be more closely linked to Corps Visitors Centers.

As business practices change, the Corps’s Oral History program will be an increasingly valuable tool to capture and preserve the record of USACE accomplishments. More than ever, oral histories will supplement the electronic and written record and be a major component for transferring knowledge within the learning organization.

The USACE Research Collections managed by the Office of History are critical to fulfilling the historical mission and functions. This collection of documents, images, books, and artifacts must be comprehensively indexed and accessible. USACE will use new technology and digitized sources of information to quickly provide a variety of interesting and useful products for a wide variety of audiences. In the next decade CEHO will continue to expend manpower and dollars to implement an integrated system to ensure the collection meets the needs of USACE and incorporates the latest technology.

GUIDING PRINCIPLES

This mission is best accomplished under the central direction and guidance of the Washington HQ using the National Model (A). This is consistent with the Headquarters focus on policy and guidance. USACE will have a complete field historical program. Most work will be outsourced.

PROCESS IMPROVEMENTS

The Office of History's Historical Program Oversight and Review; Research and Writing, Staff Support, Oral History, and Command History functions are value-added priorities with the highest risk to mission if not performed. The following changes will allow maximum effort to be devoted to these priorities, by eliminating, reducing, or streamlining other functions or processes.

Eliminate the requirement for Districts to prepare history updates and regionalize the histories at Regional level. In addition, Regional histories will be required every ten years instead of five. Planning for the USACE museum will be deferred until additional resources are identified.

Reduce the review time due to fewer products to review; reduce reference time due to new web products and transfer responsibility for historical questions related to Engineer units, training, and doctrine to the Engineer School History Office (TRADOC); adopt an Integrated Historical Information System (IHIS) to speed access to the Corps's research collections for USACE and non-USACE customers, keep contents up to date, and improve delivery of timely responses/products; and identify fixed budget to fund field histories. Train non-historian members of the staff to enable them to assist in performing a broader range of functions in the future.

ORGANIZATIONAL DESIGN

Office of History will centrally manage all ED&M assets assigned to this function. Physical location of resources will be assigned by the functional lead.

OFFICE OF HISTORY FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
8	0	8

IMPLEMENTATION

Adjust MMD to reflect revised staffing levels immediately. Achieve reductions via attrition.

Purchase the IHIS so additional savings can be achieved.

Human Resources (HR)

VISION FOR THE FUTURE

The Human Resources mission for the Corps of Engineers was organized around Support Organization Model A (National Focus). This model was selected because of the belief that human resources services retained within the footprint of the Corps of Engineers as ED&M can most effectively be provided at the national level using centrally managed national assets. With the substantive downsizing of HR within DOD and DA and the continued transition of all operational HR assets from the Corps of Engineers during a period of impending workforce change and turbulence the need to provide the greatest flexibility in the use of HR assets within a One Headquarters concept dictated adoption of Model A.

The Human Resources mission of 2012 will be less operational, less procedural or bureaucratic, and more focused on strategic advisory services to management and teams at all levels. Human Resource professionals will continue to develop policies, programs, and legislative initiatives that will serve changing mission requirements while remaining in sync with strategic plans. In the near term HR advisors will advise Commanders on competitive sourcing issues and other essential aspects of personnel policy and practice. It is anticipated that the current operating military personnel mission will diminish and Senior Executive Service administration will be transferred to HQDA and HR will act in advisory role.

Using the one Headquarters concept, Human Resources ED&M assets across the Corps will be managed by the Director of Human Resources to ensure the presence of expertise and responsiveness on Human Resources issues throughout the Command. The headquarters located at the eight regional offices will be used to provide real-time advice to Commanders and their staff while networking through centers of excellence to facilitate quality advisory services to every Regional Business Center. Nationalizing Human Resource assets to serve the Corps at a time of Army-wide consolidation will be a force multiplier to the HR footprint retained within the Corps.

It is critical that HR assets be made more robust in the Regional Headquarters. It is imperative that a robust capability (most feasible) be provided in support of the Regional Business Centers. The training mission for HR will be retained in the Headquarters at the eight regional business centers and used to support capable workforce and workforce development initiatives. Human Resources will seek to assess the advantages of contracting out for those operational responsibilities retained in the headquarters such as military personnel services.

GUIDING PRINCIPLES

Act as One Corps

- Provides for vertical integration of HR assets Corps-wide.
- Enhances HR assets at the Regional Business to participate effectively within the Regional Business Centers using the PMBP.
- Promotes the learning organization.

- *Act as One Headquarters:* Fully integrated HR team lead by Director, HR as part of One Headquarters concept.

Actualize the Regional Business Center

- Provides an integrated approach for HR resources to the Headquarters located at the eight Regional Business Centers.
- Aligns all HR assets in support of eight Regional Business Centers.
- Places decisions and approvals at the Regional Business Center and District level to the maximum extent possible.

Focus Each Level of USACE

- Headquarters located at Washington, D.C., is focused on issues best addressed in Washington, D.C., including key national-level relationships.
- Headquarters located at Washington, D.C., is organized to create conditions for success of the Regional Business Centers by fully integrating HR assets Corps-wide.
- Headquarters at eight Regional Business Centers are focused on creating success for Districts operating in the Regional Business Center including sustaining quality relationships with CPOCs and CPACs.

PROCESS IMPROVEMENTS

Vertical integration of HR assets Corps-wide.

ORGANIZATIONAL DESIGN

The National Model has been chosen for the HR support function with field personnel located in the regions as well as dedicated FTE supporting the Regional Integration Teams.

HUMAN RESOURCES FTE ALLOCATION

Authorized Civilian ED&M		
Washington HQ	Regional HQ	Total
41	0	41

The Director for Human Resources will have discretion in assigning assets that will provide the best HR support to USACE. This may require sending FTE assets to the Regional Headquarters in order to achieve maximum value and impact in HR support. The Director for Human Resources will provide appropriate FTE support to the Regional Integration Teams.

IMPLEMENTATION

FY 04 –

Begin immediate implementation of process improvements described in Human Resources Functional Area Assessment. Establish a plan to provide orderly transition to HR organizational design.

FY 05 –

Review advisability of contracting out Military Personnel function. Transition to HR organizational design.

FY 06 –

Complete transition to HR organizational design.

Logistics Management (LM)

VISION FOR FUTURE

The Logistics Management Function supports the execution of the four USACE business lines. Advances in automation technology and business practices have created opportunities for the Logistics Management organization to enhance efficiencies thus reducing human and material resources required to accomplish its mission. The proposed organizational structure was aligned to address logistics programs and provide regional logistics support to multiple Districts (Regional Model B). It provides the framework to realize the business benefits associated with the consolidation of functions. In addition it postures the organization with capability to respond to regional military and civil contingencies.

Logistics will be a full partner in enabling mission success, generating economies and efficiencies, supporting sound decision-making and good stewardship through a totally integrated logistics support environment across projects, Districts, and Divisions. Logistics support principles, policies, procedures will be embedded in and integrated with business processes and automated information systems for seamless logistics support.

USACE will be able to obtain logistics support from an integrated and flexible mix of support options including both in-house support as well as support from other DoD organizations (e.g., Defense Logistics Agency, Joint Logistics Command, etc.) and government agency resources, along with commercial sector contract resources. Logistics planning will be a vital function ensuring adequate support during contingency and emergency response operations to include everything from humanitarian assistance to war.

GUIDING PRINCIPLES

Act as One Corps. Organizational efficiencies can be realized at all levels. At HQUSACE, executive direction and management (ED&M) FTE reductions can be achieved through strategies that realign and reshape the existing workforce. Combined with restructuring from other HQUSACE elements, up to 3 Logistic FTEs will be eliminated by consolidating or centralizing existing administrative, secretarial, and information technology work.

Actualize Regional Business Center. Efficiencies can be achieved at Division Offices by embracing a regional concept. Regionalization will provide for a single Regional Director of Logistics (RDOL) with subordinate branch chiefs for each of the functional areas. Each RDOL will perform both ED&M and District/project missions on a roughly equal basis thus resulting in an immediate savings to ED&M regional funds equivalent to 4 FTEs. Staff in support of the Districts/projects will be distributed throughout the region based on customer demands and workload. The individual performing the ED&M function (RDOL) could be physically located at the Division Office or one of the Districts within the RBC. Staff members will be located as close to the customers (Districts and projects) as practicable.

PROCESS IMPROVEMENTS

Major process improvements in the delivery of logistics products and services can be achieved by taking advantage of automated system technology and business process redesign through a regional time-phased consolidation effort that will allow for potential reductions to the Logistics workforce without impairing delivery of products and services to customers.

The new Logistics Organization will centralize operational control while leveraging talent, and critical knowledge, skills, and abilities (KSAs) across the organization. Logistics business processes do not fundamentally change from our current methodology, what does change is the consolidation of several key functions and supporting systems at the regional level. The conjoining of business functions provides the opportunity for streamlined business processes, a centralized/shared database, regional management capabilities, and leveraging of technology. Management and execution of the functions encircled are currently performed at three levels (HQUSACE, Divisions, and Districts). The new organization will band these functions at two levels. Strategic management will be at HQUSACE while management and execution will be merged at the regional level focused on Districts and projects. Consolidation of these functions will eliminate redundant functions being performed at the Districts and streamline lines of business.

Major logistics functional expertise to be regionalized include Vehicle Management, Travel Management, Maintenance Management, Property Book Officer, Stock Report Officer, Facilities Management, and Logistics Emergency Planning and Response.

Regional issues, approaches, and solutions are important to speed the decision cycle contributing to increased efficiency and mission effectiveness. The above Logistics positions will remain as District funded (or possibly direct funded, fee for service) positions although now more regionally focused. Staff members could reside at any of the subordinate District offices while working virtually for the RDOL. Regional focus with regular communication, including site visits, will best enable this emphasis to succeed.

RBC and AIS. Implementation of this structure requires that USACE embrace fully the concept of the Regional Business Center with specific implications for automated information systems (AIS).

Financial Management. Financial, logistics, and other information systems must be consolidated at the regional level to facilitate the sharing of workload, knowledge, and resources. Creation of a regional CEFMS database will pay immediate dividends for the customers of Logistics Management by enabling strategic collaboration among the District staffs. This will enable improved responsiveness even when key staff members are unavailable. It will also enable the funding of regional logistics support through direct reimbursements for services.

Asset Management – Property Book. Regional consolidation of the Automated Personal Property Management System (APPMS) is also vital. This will enable the consolidation of property book functions within the Regional Center and provide an added opportunity for collaboration among Logistics Management staff and their customers at varied locations across the entire region.

Enterprise Asset Management Systems. All AIS initiatives will be developed and implemented as complete Enterprise Asset Management Systems to ensure compatibility with the Regional Business Center paradigm.

Regional Logistics Support Centers (RLSC). Consolidation of the logistics resources strategically across the region under the direction of a Regional Director of Logistics (RDOL) is critical for this effort. The new organization centralizes operational control while leveraging talent, and critical knowledge, skills, and abilities (KSAs) across the organization to accomplish the various tasks. This organizational re-direction and framework adjustment will vastly improve efficiency and mission effectiveness across the entire organization.

Strategic Collaboration. Consolidating logistics sub-functions across regional domains creates the potential for strategic collaboration between the sub-functions and the customers they support. This will require both leadership and teamwork skills along with broad knowledge of logistics sub-functions over the entire life cycle of customer requirements.

Multi-Functional Leaders/Team Members. The future logistics workforce must be multi-functional, applying the Logistics Management Specialist 346 career series to integrate all the logistics functions (supply, maintenance, and transportation). This will involve transformation from a “managing supplies” orientation to managing suppliers and integrated logistics support contractors. Professional logisticians will need to act as program leaders, system integrators, knowledge brokers, and consultants achieving strategic collaboration across all logistics disciplines to ensure uninterrupted project delivery support. This will fully engage total logistics chain management approaches to ensure uninterrupted customer support for normal operations as well as emergency response and military support. To ensure consistency across USACE, model position descriptions will be developed for the key leadership positions in the Regional Logistics Organizations.

ORGANIZATIONAL DESIGN

Significant improvements to both efficiency and mission accomplishment will be achieved by refocusing the Washington HQ logistics management organization and by fully embracing regional approaches and concepts at Regional HQ and District levels.

HQUSACE. This plan reduces the Logistics Management Office by 3 FTEs (from 17 to 14). HQUSACE Logistics Management organization will be realigned and reshaped by refocusing its attention on core logistics functions, strategic planning initiatives, business process transformation, quality assurance, and overall logistics program oversight. The FTE reductions will be predicated on the availability of required support from a centralized source for headquarters requirements.

Headquarters will take action to effect consolidation of administrative, secretarial, and information technology support for all small offices. This involves CEFMS actions, timekeeping, records management, budget, personnel administration, IMPAC credit card, travel, etc. For Logistics Management, it also involves information technology-related work supporting

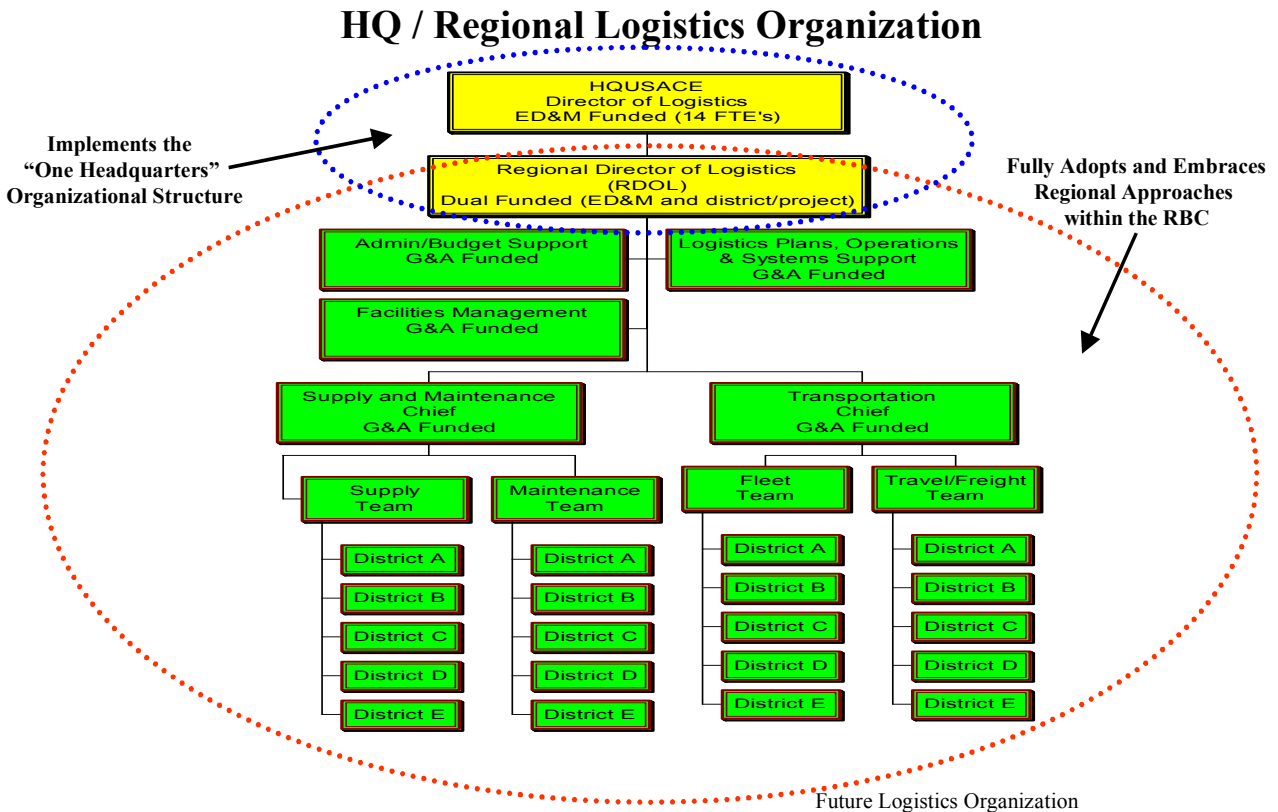
logistics automated information systems and contract oversight. This is an opportune time to review these areas across headquarters for process streamlining, redesign, and efficiencies.

Division Level. The objective organization will take full advantage of the regional concept by creating a dual-hatted and dual funded Regional Director of Logistics (RDOL) to lead a Regional Logistics Support Center (RLSC). Each RDOL will be funded 50% by ED&M and 50% from District project funds. All logistics positions throughout the Divisions' District Offices will be consolidated within the RLSC 100% funded by the District (possibly using a direct funding, fee for service approach). Logistics team members will either deployed throughout the region or "capitalized in-place" as a truly virtual organization similar to the recently empowered ERDC logistics organization. This approach will still save an estimated 30-35% in ED&M costs associated with these positions or the equivalent of 4 FTEs.

In addition, the objective organization removes from current Division authorizations another 3 FTEs at two Divisions performing support work (travel, supply, facilities). Instead, this work will be supported by Districts on a reimbursable basis (similar to the other six Divisions) at an estimated 30% savings in ED&M costs associated with these positions. Management controls will be put in place and monitored to ensure compliance with appropriation law. Implementation of "dual funding" of the Division Regional Director of Logistics compels a review of previous concerns with potential "bill-back."

While the above reductions focus on the ED&M account, it is anticipated that larger savings to District G&A accounts will occur during the time-phased consolidation of the Logistic function. Areas under consolidation review include the Property Management (PBO), Inventory Management (Stock Record), Travel Management, Vehicle Management, Maintenance Management, Facilities Management, and Logistics Management Specialist in support as Logistics Planner and Emergency Management.

Critical to these potential savings will be future workload and workload analysis at the various District offices. By-products of these analyses will be a determination of need, level of support, and grade level required to provide on-site services even though that function may have been consolidated. Larger Districts where demand remains high will require a greater degree of on-site support.



HQUSACE – 14 ED&M Funded Positions
Divisions – 4 ED&M Funded Positions

LOGISTICS MANAGEMENT FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
14	4	18

IMPLEMENTATION

FY04 –

- Implementation teams form and set milestone plans for each area.
- Provisional Regional Logistics Support Centers form.
- HQ admin and IT support process redesign team study begins.
- HQ study team submits report.

FY05 –

- CEFMS databases and APPMS databases complete Regional HQ consolidation.
- Decision on structure (job series, positions, grades, etc.) for RLSCs.
- Decision on funding mechanism for RLSC (direct reimbursement/fee for service or G&A arrangements). Comprehensive Command-wide time phased Logistics Management Intern plan and requirements finalized and submitted to Army LogPro.
- RLSC fully implemented with personnel “capitalized in place” and databases consolidated.

Congressional Affairs

VISION FOR FUTURE

The objective organization will not have an Office of Congressional Affairs. The Commander's Staff Group will provide the functions supporting the Chief's interactions with Congress. Mission Directorates will handle communications between Congress and the Corps on programs. Liaison to the Army and other support to the command will be provided by existing Corps assets.

GUIDING PRINCIPLES

AR 1-20, Legislative Liaison, encourages Commander contacts with Congress. It provides that DA-OCLL directs the congressional policy for DA except for Civil Works and Appropriations, which are responsibility of ASA (CW) and ASA (FM).

Energy and Water Development Appropriations Acts FY00-03 directs that OCA not be a part of the Civil Works information process.

PROCESS IMPROVEMENTS

Integrate functions into other existing organizational elements.

OFFICE OF CONGRESSIONAL AFFAIRS FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
0	0	0

IMPLEMENTATION

Disestablish Office of Congressional Affairs and change MMD on or about 1 Oct 2003. Transfer 2 FTE to the Commander's Staff Group. Achieve staffing reduction by attrition.

Office of Counsel (OC)

VISION FOR THE FUTURE

In the objective organization, USACE legal services will be centrally managed as one national law firm, similar to the method used by private engineering firms. Consistent with this approach, the Chief Counsel will fully capitalize on the inherent flexibility the “Excepted Service” laws and regulations provide as they pertain to the employment of attorneys in the federal government. Under this model the Chief Counsel works and collaborates with the Chief of Engineers and USACE Commanders to direct the delivery of legal services within the system to efficiently and effectively meet national and regional priorities, as well as local demands.

In 1994, the Chief Counsel’s Task Force Report on the Delivery of USACE Legal Services contained the following strategic vision:

*...[W]e envision a future in which **a unified and professional legal services organization** continues to enable the Corps team to fulfill a dynamic and diversified mission for our nation. We value excellence in seeking to provide quality, timely and responsive advice to our clients. We pledge to maintain the highest standards of professional practice and public service. We will lead by example. (Emphasis added.)*

Consistent with this statement of strategic direction, the Task Force recommended process changes that would optimize legal talent and approach legal resources corporately as national assets.

In 2001, the Chief Counsel approved the USACE Legal Services Strategic Plan that contained the following element: *identification and implementation of improvements to business processes and practices essential for USACE legal services to operate as an effective and integrated system.*

Based on this strategic goal and direction, National support organization model will be used for the USACE legal services objective organization. It is fully expected that this model will enable the Chief Counsel to even more effectively and efficiently manage the delivery of legal services to all levels of the Command.

Division Commanders will still have on-site legal counsel at all times. Division Counsels will however, in concert with the Chief Counsel, actively manage all attorneys within the Division and Districts, regardless of where they are physically located. This change will be implemented in a manner that fully supports the Regional Business Centers and Project Delivery Teams (PDTs). Every Regional Business Center will have a minimum baseline of three attorneys with some additional legal staff assigned based on the caseload and complexity, as well as the national and regional significance of the workload.

This new method for delivering legal services is consistent with many initiatives already implemented by the Chief Counsel including delegations of authority to the lowest effective level, improvements in the attorney recruitment, development and retention processes, emphasis on knowledge management and organizational learning, and improved representation of USACE interests in matters of national importance.

Ensuring that sufficient and effective legal resources are provided to the Command is of paramount importance. The increasing influence and impact that litigation is having on USACE projects, coupled with the overall increase in demand for legal services, makes it essential that limited legal resources be made available in the most efficient and effective manner possible. Consistent with the objective organization, all managing attorneys at the HQ Regional locations, the ERDC Counsel, and the managing attorneys at Centers and Support Activities will be reassigned to the Office of the Chief Counsel for supervision and program oversight as part of the national law firm. All attorneys in the Districts will be part of the national law firm and placed under the operational control of the Regional/Division Counsels.

The decision to select the National support model for the delivery of legal services raises the issue of whether the real estate attorneys should remain separate from their colleagues in Counsel offices throughout the Command. The last time this issue was officially addressed at the Department of the Army level, the Study Group recommended the phased transfer of attorneys from Real Estate offices to Counsel offices. The rationale was in part due to the observed increased in complexity of real estate issues and the growing interdependency of real estate attorneys with attorneys in Counsel. Today legal issues arising from real estate transactions involve even greater involvement with environmental, procurement, fiscal and legislative counsel than was experienced in the early 1990s. Since then, several USACE District Commanders have elected to integrate the real estate attorneys into their local Office of Counsel.

All attorneys, regardless of expertise and specialization, will be in the national law firm. This will be implemented without disruption to mission accomplishment since the collaborative team already exists. The Director of Real Estate will continue to be the principal point of contact within the Army and USACE for real estate issues. The integration of real estate attorneys (representing approximately one quarter of all USACE attorneys) into the Office of Counsel will facilitate the efficient and effective resolution of legal issues associated with Real Estate transactions and programs. To maintain the excellent teaming that exists between real estate specialists and real estate attorneys, the real estate staff attorneys will continue to work side-by-side with the real estate specialists.

As mentioned above, all attorneys, regardless of specialty, are part of the Excepted Service. This will expedite implementation of the objective organization. In addition, the objective will also facilitate the standardizing of the attorney selection process. The Chief Counsel, as Qualifying Authority for all USACE civilian attorneys, will for example pre-qualify candidates and work closely with the Regional Commanders in the final selection of USACE managing attorneys.

Maximum and true economies and efficiencies will be achieved only if all USACE legal services are centrally managed as one national law firm. Many civilian agencies, as well as the Department of the Navy, already use this centralized model for the delivery of legal services.

The Army General Counsel is fully supportive of the national law firm model that, in fact, comports with his vision for the larger legal services organization within the Army.

GUIDING PRINCIPLES

Act as One Corps. The objective organization has as one of its primary outcomes an integrated and focused approach to the delivery of legal services.

Act as One Headquarters

- Legal services redundancies will be further reduced and/or eliminated.
- Legal support will be provided at the lowest organizational level consistent with the delegation of authorities in the mission areas.
- Flexibility in moving legal support to the point of need will play a significant contribute to the Corps acting as one Headquarters.

Actualize the Regional Business Center

- Integrates and links legal services across all mission areas at all levels of USACE into Office of Counsel further allowing for legal decisions and approvals to be made at the Regional Business Center level.
- Provides for real and positive change in organizing legal services across the Regional Business Center to work in a more collaborative manner.

Focus Each Level of USACE

- Provides for more precise focusing of legal assets at Washington HQ.
- Washington HQ is organized to create conditions for success of the Regional Business Center by empowering and supporting the entire legal services team.

PROCESS IMPROVEMENTS

Establish a new model for the delivery of USACE Legal Services by centrally managing all legal resources as one national law firm, making full use of Excepted Services provisions. This model will provide enhanced opportunities for process streamlining and gaining organizational efficiencies leading to better utilization of resources and cost savings.

Integrate and realign all (District, Regional and Washington HQ) real estate attorneys within the national law firm, without diminished legal support to the Real Estate program.

Selection process for attorneys, particularly managing attorneys, will be streamlined and improved while maintaining Commander involvement.

Streamlining of the Civil Works business process and delegation of authorities for decisions and documents to the lowest level possible will be considered.

Focus legal support and decision-making at the lowest level possible, consistent with empowerment and acting as one Headquarters.

ORGANIZATIONAL DESIGN

Washington HQ is authorized a minimum of 53 civilian attorney ED&M FTEs (this does not reflect Real Estate attorney FTEs). Reassign two IP attorneys from HECSA to the Office of the Chief Counsel, paid for by R&D program and/or patent royalties. Regional HQ **attorney baseline** established at 24 ED&M FTEs (8 Regions x 3 attorneys each).

COUNSEL FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
53	0	53

IMPLEMENTATION

FY 04 –

- Immediately begin transition to the national law firm. Complete implementation on or before 1 October 2004.
- Reassign all USACE attorneys, regardless of physical location or specialty, to the Office of the Chief Counsel. Attorneys supporting the Districts will be placed under the operational control of the Regional Counsel.
- Implement business process improvements for Civil Works consistent with law and regulation.

HQ Washington/Regional Executive Offices

VISION FOR FUTURE

Provide world-class executive support to the Chief of Engineers and the eight Division Commanders.

GUIDING PRINCIPLES

All functions assigned to the Chief's Executive Office are by virtue of it being a Major Command (MACOM). This office provides command and control of USACE. The Office of the Commander consists of key essential personnel for a MACOM, to include the Commander, Deputy Commander, their immediate support staff of two secretaries and two aides, the Command Sergeant Major, his administrative NCO, and an FTE to monitor congressional activities impacting USACE. The objective organization focuses on the functions performed and how the resources assigned will be used most effectively. Functions in both the HQ and Regional Executive Offices are in sole support of the MACOM Commander or Division Commander. The level of support may vary from Commander to Commander. It should also be noted that the Chief's Executive Office and Regional/Division Commander's Executive Offices requires that someone always be available to greet the public and answer phone calls.

PROCESS IMPROVEMENTS

Office of the Commander. Consolidate two E7 duties into one position that provides support to the Chaplain, Command Sergeant Major, and Reception Area Support. This position will also assist with the Consideration-for-Others Program.

Move the E8 position into the Office of the Command and Staff Group to provide support in trip planning and protocol. This position will retain the responsibility for the Military EO responsibilities.

Move the protocol function from the Office of the Chief of Staff to the Office of the Command and Staff Group and delete the Assistant Protocol Officer position.

Review of OERs and Officer Awards will be transferred to Human Resources.

Office of the Commander's Staff Group will provide support to the Deputy Chief of Engineers.

Regional Executive Offices. Regional Executive Offices are responsible for supporting the Division Commander in fulfilling the four Division responsibility areas: Command and Control, Program Management, Regional Interface, and Quality Assurance. All Regional Executive Offices are structured the same, and there are no functions that will be elevated to HQ or delegated down to the District level.

OFFICE OF THE COMMANDER FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
2	16	18

Office of the Deputy Chief of Engineers for Reserve Components. No changes required.

Office of the Chaplain. The Chaplain provides advice on the impact of religion, morality, and ethics on Command programs, personnel, policies and procedures. This is a position that is assigned due to USACE being a Major Army Command. Although this position will require some administrative support, it would not require the support of a full-time position. The E7 NCO who provides support to the Command Sergeant Major will provide administrative support. No other changes are required.

Equal Opportunity Support for Uniformed Military and Administration of the Consideration-of-Others Program. The Equal Opportunity Advisor's function is to increase awareness and sensitivity to workplace issues for a better working environment via the Consideration-of-Others Program. This position will be moved to the CSG and reclassified an Operations Research Analyst to support current functions and personnel to include military protocol. The Equal Opportunity Advisor functions will be retained by this E8 position and accomplished in coordination with EEO.

OFFICE OF THE CHIEF OF ENGINEERS FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
6	0	6

Office of the Chief of Staff. The Office of the Chief of Staff is a principal advisor to the Chief of Engineers and his Deputy. The office oversees the HQUSACE staff to include supervision of support functions. The protocol function will be transferred to the Commander's Staff Group, which plans and handles all events and activities for the Chief. These are more operational tasks that are more in line with the Commander's Staff Group than with the staff office.

OFFICE OF THE CHIEF OF STAFF FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
3	0	3

Office of the Commander's Staff Group. The mission of the Commander's Staff Group (CSG) is to serve as the principal coordinator for managing the CG's time and energy in support of the strategic aims of the organization as outlined in the USACE Vision/Campaign Plan and his operational requirements. The objective organization will maintain its current functions and related tasks, as well as supporting the Deputy Chief of Engineers and assuming the Protocol function.

OFFICE OF THE COMMANDER'S STAFF GROUP FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
4	0	4

Office of the Secretary of the General Staff. The mission of the Secretary of the General Staff is to direct and coordinate administrative support for the Commander, Deputy Commander, and the Chief of Staff. They manage executive staff actions for the Command, provide technical and administrative assistance to the Headquarters staff, and support the Chief of Staff in disposition of all staff actions assigned to the command group. They also provide protocol support to the Commander and the Headquarters staff. The SGS is staffed appropriately for performance of the duties usually associated with such organization. No further changes are required.

OFFICE OF THE SECRETARY OF THE GENERAL STAFF FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
3	0	3

Public Affairs (PAO)

VISION FOR THE FUTURE

Public Affairs will fulfill the Army's obligation to keep the American people and the Army informed. They will establish confidence in the American public that their Corps of Engineers is providing value to the nation in times of peace and war.

ROLES/RESPONSIBILITIES

- Provide strategic direction and integration in concert with the Chief of Engineers and senior leaders on communication activities within USACE.
- Provide the Chief of Engineers, Deputy Commander and other key leaders at HQ and Division with advice on communication issues facing the MACOM.
- Shape, prepare and anticipate the strategic communication needs of USACE by assessing the emerging issues and future landscape.

GUIDING PRINCIPLES

- Act as One Corps.
- Act as One Headquarters.
- Align Structure with mission.
- Use the Project Management Business Process.

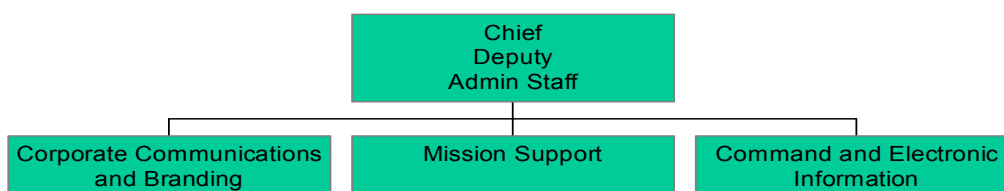
PROCESS IMPROVEMENTS

- Focus HQ PAO on corporate communication management and Corps Strategic Communications Goals.
- Move operational PAO activities to the Regional HQ.
- Improve brand management thru the Unified Visual Communication Program. Focus Regional HQ PA on regional integration and support to the RBC. The RBC will determine the most efficient and effective manner to regionalize PAO functions throughout the RBC.
- Unify corporate communication through PMBP.

ORGANIZATIONAL DESIGN

The Public Affairs Office will follow the Regional Model B for support functions. The organization is shown below.

Public Affairs Office



PUBLIC AFFAIRS FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
15	17	32

Staffing Distribution at the Regional HQ will be as follows:

LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
2	3	2	3	1	2	2	2

Move 1 FTE from Office of Congressional Affairs to Washington HQ PAO.

Move 2 FTEs from HECSA-IM to Washington HQ PAO.

IMPLEMENTATION

Move positions and any incumbents beginning of FY04.

Contracting (PARC)

VISION FOR THE FUTURE

Regional Model B was selected for Contracting since contracting services are best provided regionally in support of District PDTs. A Chief of Contracting will lead the Regional Business Center's contracting services in support of the Commander.

In 2012, the Corps Contracting organization will enhance regional effectiveness, regional efficiencies, and allow leveraging of resources to effectively use assets in order to provide quality products that are on time and within budget to our partners and customers. Empowered Division Commanders will have regionalized many contracting functions under a concept that optimizes the total acquisition effort that is focused on the customer through Project Delivery Teams (PDT), which include a contracting team member. Through regional approaches, the Corps will initiate innovative approaches to contracting procedures. Regional Contracting Centers will be established with delegated authorities to be more responsive to Districts and their partners and customers. The PARC will focus primarily on policy development and guidance, working closely with DA and DOD. Contracting at the eight Regional Business Centers will be focused on support to Districts. The Corps of Engineers will remain fully committed to enabling economic growth through an effective Small Business Program.

The empowered Regional Contracting Centers will be augmented with a Check Book to buy EDM services on an as-required basis to ensure effective ED&M contracting presence without significant increases in the resources required at the Regional Business Center for contracting. The Check Book will be managed by the Regional Business Centers. Support between Regional Business Centers will be encouraged in executing the contracting services mission.

It is important that great attention be given during this transition to ensure that the Corps contracting services remains consistent with law and policy. It is the fundamental belief that increased responsiveness by Contracting consistent with law/policy can be achieved in the execution of our missions while maintaining the support of DA for a greater degree of delegated authority to the Headquarters located at the eight Regional Business Centers. This analysis rests on corporate success in implementing the substantive process changes in this report.

The Washington HQ will purchase contract services on a fee-for-service basis from the NAD Regional Support Center.

The PARC will continue to report to the Deputy Commander ensuring that the proper degree of independence from mission directorates is maintained.

Districts and Regional Business Centers are empowered to the maximum extent possible and rebalance the FTE between the Washington and Regional Headquarters.

GUIDING PRINCIPLES

Act as One Corps

- Promotes concept of mutual interdependence through Regional Contracting Centers as operational elements of the Regional Business Centers.
- Contracting focuses on effective integration within PDT's.
- Pushes approvals of acquisition plans and contracts to the Regional Contracting Centers.

Act as One Headquarters

- Empowered Regional Contracting Centers.
- Maximum delegation of contracting authorities.
- Focus OPARC on policy, guidance, and capable workforce.

Actualize the Regional Business Center

- Contracting support through empowered Regional Contracting Centers.

Focus Each Level of USACE

- Washington HQ will create conditions for success of the Regional Business Center by empowering and supporting Regional Contracting Centers.
- Regional HQ will focus on creating success for Districts through Regional Contracting Centers.

PROCESS IMPROVEMENTS

Establish Regional Contracting Centers to support each Regional Business Center composed of multiple District contracting organizations and the Director of Contracting located at the Regional Office.

Division Commanders have authority to regionalize contracting as determined appropriate.

Authorities

- Delegate to the DOC for the Regional HQ the authority to approve Acquisition Plans for programs up to \$15M for all years. The DOC for the Regional HQ will manage its IDIQ capability across the region.
- The DOC for the Regional HQ will retain the authority to approve other than full and open competition proposed contract actions from \$500,000 to \$10,000,000.
- The DOC for the Regional HQ will issue ACO warrants. The DOC for the Regional HQ will issue PCO warrants up to \$10M.

Contracting services now obtained from HECSA will be obtained on a fee-for-service basis from the North Atlantic Regional Support Center.

Use the concept of a checkbook up to the financial equivalent of 4 FTEs to augment Regional Business Center contracting capabilities.

ORGANIZATIONAL DESIGN

The Washington HQ will be authorized 12 ED&M FTEs, with an anticipated distribution as follows:

- Office of the PARC 2
- Policy 4
- Operations and Review 3
- Support 3

Regional Headquarters are authorized 12 ED&M FTEs

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
12	12	24

IMPLEMENTATION

FY 04 –

- Begin immediate implementation of all delegated authorities to the maximum.
- Transition to more robust Contracting presence at Regional Headquarters.
- Begin standing up virtual Regional Contracting Centers to promote working effectively across the Regional Business Center.

FY 05 –

- Complete transition to more robust Contracting presence at Headquarters locations in Regional Offices.
- Complete standing up virtual Regional Contracting Centers.
- Continue effort to delegate authorities to the Regional Headquarters.

FY 06 –

- Continue effort to delegate authorities to the Regional Headquarters.
- All Washington HQ contracting support to be provided by the NAD Regional Support Center.

Resource Management (RM)

VISION FOR FUTURE

Headquarters Resource Management (RM) will be the programs, budget, financial, and manpower integrator for USACE. Financial, budget, and manpower systems will enable analysis, operation, and management (“business unit”) at the RBC level. RM personnel will be forward deployed in RBCs where practicable and cost effective.

USACE 2012 recognizes the need for an independent financial activity, accountable to the Chief Executive Officer of the organization (MACOM, Division, and District). USACE 2012 complies with the DoD FMR (Volume 1, Chapter 1) that delineates the relationship between the CFO and the head of the agency being supported.

The basis for the CFO responsibilities and role of the resource manager is contained in Section 205 of the Chief Financial Officers Act of 1990 (P.L. 101-576), and amended Title 31 to include Chapter 9, Section 902. This law states, in pertinent part, that “an agency Chief Financial Officer shall ... Report directly to the head of the agency regarding financial management matters.”

Resource management functions must be conducted in an organization separate from, but in support of, the mission. This independence ensures proper separation of duties. Independent financial management efforts are required for an organization to maintain:

- Fiscal integrity
- Stewardship of resources
- Independent analysis and integration of resource data
- Accurate and timely reporting
- Legal sufficiency
- CFO compliance

To effectively protect the integrity of fiscal process within USACE, it is imperative that the RMs have direct and unfettered access to their respective Commanders.

There will be one Business Resource Division in the Directorate of Regional Business in each RBC. The chief of this Division will be the CFO for the region and have independent access to the Commander. The charts in the main report for the Division Office and the Director of Regional Business graphically describe this organizational relationship. Key RM functions, including accounting at the UFC, and payroll at DFAS will continue to be centralized.

GUIDING PRINCIPLES

Actualizes the Regional Business Center. Division operational control of all RBC RM functions and assets.

Act as One HQ. The proposed process changes and structure fully supports this principle.

PROCESS IMPROVEMENTS

- Analysis and allocation of manpower resources will occur at the Regional HQ level not Washington HQ. Establish one Regional Operating Budget. Develop a Regional HQ financial database that will allow PDT's to access resources from anywhere in the region. The Regional HQ will establish a single overhead rate & effective rate and use a single set of performance metrics for the entire region.
- Washington HQ will issue all funding authorization documents (FAD) to the Regional Headquarters.
- Regional Headquarters will distribute direct funds to the Districts.
- Allocation of costs will be on a labor base that includes contractor workforce. A flat rate burden for the region will be considered for future use.
- Streamline and reduce the number of resource codes.
- Improvement of financial data and information.
- District RMs will be dual-hatted as Deputy Regional RMs.
- RBC will determine the most efficient and effective manner to regionalize RM functions within the Region.

RESOURCE MANAGEMENT FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
55	73	128

Washington HQ FTE allocation includes 3 Budget Analysts from HECSA and 1 Program Analyst from CERD.

IMPLEMENTATION

- Funds distribution (FAD) to the Regional RM beginning in FY04.
- Convert source of funding for 2 ED&M funded UFC positions to fee-for-service beginning FY04.
- Regional RM assumes operational control of all RM resources and mission beginning in FY04.
- Transfer 1 FTE from CERD to CERM beginning in FY04.

- Implement new or modernized financial and manpower systems beginning in FY06. Manpower workload data moves from Washington HQ to Regional HQ RM, upon completion of successful implementation of new systems.
- Develop an implementation plan to convert the USACE financial system to a system for management of all regional funds in FY04 and obtain corporate USACE approval. Implement in FY05.

Small and Disadvantage Business (SADBU)

VISION FOR THE FUTURE

The SADBU mission of the Corps of Engineers will be organized consistent with the Support Organization Model A, which enables SADBU services to be provided more effectively at the National level, utilizing centrally managed assets.

The SADBU of 2012 will focus on sustaining the Corps of Engineers as a premier organization in developing small businesses and ensuring them the opportunity to participate in our procurements. The outcome of the SADBU mission will continue to be on helping small business succeed to ensure a broad base of capable suppliers to support the Corps of Engineers mission thereby strengthening economic development while maximizing small business participation.

The SADBU will continue to serve as the senior business advisor and program advocate to the Chief of Engineers and to Commanders at each level of the organization. The SADBU will facilitate and enable the Corps of Engineers to remain a committed partner with all business segments and with local communities to ensure incorporation of small business entities into our procurement processes. SADBU will continue to be an innovative and forward looking organization using a distributed information sharing system to maintain balance in our contract sourcing decision process.

The SADBU function will be located in the Washington HQ and will be organized to forward support the Regional Headquarters. A SADBU advisor will be dedicated to two regional business centers to ensure timely, accurate, and corporate advice and recommendations to the Commander on all aspects of the SADBU mission. The SADBU specialists reporting to Washington HQ will service the one Headquarters in a seamless manner through integration of the entire SADBU organization. The vertical integration with the Regional Business Centers will be a strategic focus of the SADBU. Interaction with the Regional Business Centers on site can occur at critical times in the procurement planning process to ensure sufficient support. Organizing the SADBU mission in direct support of the eight Regional Business Centers by ensuring a national perspective and a sufficient team of SADBU advisors working together seamlessly to provide for continuity of program advice and advocacy to Commanders is an important consideration.

The emphasis on ensuring that SADBU advisors are integral members of the PDTs at the District level will continue to be a strategic focus of the SADBU Office. Additionally, the SADBU Office will perform an involved and important role in the work of Regional Contracting Centers as they execute procurement planning. It is important to emphasize the need to operate in a virtual environment in support of the Regional Business Centers to ensure small business considerations are fully examined at each stage of the planning process.

GUIDING PRINCIPLES

Act as One Corps

- Provides for vertical integration of SADBUs assets Corps-wide.
- Promotes the learning organization.

Act as One Headquarters

- Fully integrate SADBUs team as part of one Headquarters concept.
- Actualize the Regional Business Centers.
- Align all SADBUs assets in support of eight Regional Business Centers.
- Ensure continuity of SADBUs support to Commanders and the Regional Business Centers by consolidating SADBUs advisors as a single organizational element in the One Headquarters.
- Continue to place decisions and approvals at the Regional Business Center and District level to the maximum extent possible.

Focus Each Level of USACE

- Washington HQ is focused on national issues and maintaining key national level relationships.
- Washington HQ is organized to create conditions for success of the Regional Business Center by fully integrating SADBUs assets Corps-wide and organizing to dedicate a SADBUs advisor to specific Regional Business Centers.
- Regional Headquarters are focused on creating success for Districts with SADBUs advisors virtually supporting Regional Contracting Centers on procurement planning and SADBUs related issues.

PROCESS IMPROVEMENTS

Combine all SADBUs assets (Regional Business Centers and Washington HQ) into one Headquarters and organize SADBUs advisors to most effectively support the eight Regional Business Centers and missions of the Districts as they implement the Small Business Program. Ensure SADBUs participation in the PMBP as part of PDTs to ensure small business advocacy starts at the front end of project development when acquisition strategies are being discussed.

Expand the influence of SADBUs by placing a functional small business advocacy role in other organizations such as PM. SADBUs will provide training and share program information with local networks of advocates for small business in other organizations. The SADBUs will also emphasize sharing lessons learned across the Corps of Engineers.

Ensure PMs are fully educated on SADBUs issues and encourage them to be proponents for the added value of small business participation in their dialogue with partners and customers.

Increase the use of creative small business program solutions such as Performance Oriented Contract Agreement (POCA) acquisitions throughout the Corps of Engineers.

ORGANIZATIONAL DESIGN

Of the total ED&M FTEs allocated to the Washington HQ, 4 SADBUs will be dedicated to two Regional Business Centers each.

SMALL AND DISADVANTAGE BUSINESS (SADBU) FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
7	0	7

IMPLEMENTATION

FY 04 –

Begin immediate implementation of the objective organization.

FY 05 –

Complete implementation of the process improvements and transition to the SADBU objective organization.

Safety and Occupational Health (SOH)

VISION FOR FUTURE

Develop policy, programs, and guidance and oversight of the safety and health programs of USACE missions worldwide. The safety and health function saves lives, pain and suffering, and reduces costs by reducing property damage, accidents, and fires. Safety is a customer requirement especially for the HTRW, OE, and military construction programs. Safety success eliminates delays in project delivery by preventing work stoppages due to accidents. SOH programs reduce contractor costs through lower insurance costs. Safety programs are also essential for our public visitors to our lakes. This program function is a critical component for government employees and all business lines. The SOH program personnel are critical to customer satisfaction and reducing costs such as OWCP and property damage costs.

GUIDING PRINCIPLES

An ideal safety organization would focus the headquarters on policy and guidance. Consolidation of technical and program coordination functions at centers of expertise decreases duplication of efforts among Districts, lower overhead costs, improves business center concept, and improves quality of SOH service to customers and stakeholders. This mission is best accomplished under the central direction and guidance of Headquarters using the National Model A. This is consistent with the Headquarters focus on policy and guidance. Technical expertise will be acquired from practitioners at centers of expertise and technical experts in the field where the work is accomplished.

PROCESS IMPROVEMENTS

The Washington HQ SOH office is currently responsible for policy, technical products, and technical support to all USACE Commands. The Regional Headquarters and selected Centers/CX will be given additional authorities and resources to perform the Washington HQ programmatic and technical functions. Shortened processing time will be generated through more efficient business processes. The trend analysis and accident reporting and investigation business processes will be automated and a corporate policy change will result in the elimination of separate District SOH program documents. Technical criteria development and support executed in the Washington HQ SOH office will be accomplished by CXs or virtual teams of experts.

Provide Technical Documents and Support Business Process. All of the technical product development and technical support function will be transferred to the Regional Headquarters. This includes products such as UFGS, Standard Scopes of Work, Technical Manuals, Engineer Manuals, PROSPECT training courses, and support services such as asbestos/lead, radiation safety, ordnance and explosives, and hazardous waste work. The current business process has some select functions being performed by technical experts and CXs, with final approval of the product or support service by the CESO Program Manager.

Virtual Support Teams. The Radiation Safety Support Team (RSST) is comprised of several highly skilled health physicists located at various Districts and is managed through the HTRW CX with oversight in CESO. The services are funded with project funds. This approach consolidates a highly skilled asset that can be utilized at any location where the need arises without having to maintain these assets at multiple locations (or regions). This approach can produce additional savings through the use of other highly skilled professional jobs (safety engineering, industrial hygiene, ergonomics, OE technicians, and workers' compensation manager).

Provide Policy and Guidance Documents Business Process. A single integrated Safety and Occupational Health Program document will be developed and maintained at the CESO level that will apply to all levels of the organization. The current process has each level (and location) of the organization developing and maintaining a local program document, specific to their mission needs.

Accident Reporting, Investigation and Analysis Business Process. Currently all accident reporting and investigation is done by hand at each location and processed up the chain of command through CESO to the DA Safety Center (USASC). Hardcopy accident investigation forms are filled out at the location where the accident occurs, is reviewed and approved by management, and mailed to the next chain of command for review until the form eventually makes its way to the USASC. This could take from 120 days up to nearly 360 days in some cases. The accident analysis function, which helps to identify business areas in need of safety support assistance, is currently performed in a decentralized manner by each level using whatever tool each command deems appropriate. Automating this business process with a web-based system will help to significantly reduce the cycle time of the accident investigation report from start to finish by consolidating the analysis function into the reporting function and centralizing the process.

Provide Response to Request for Interpretation/Variance Business Process. All requests for interpretation and variance from technical requirements will go to a virtual team of experts, as is described in the discussion on the technical support business process. The current process has the request funneling up the chain of command with a review and recommendation at each level. The minimum cycle time to move such requests from start to finish can go from 60 to 90 days, and in some cases create a risk to a project schedule. By being able to go directly to a virtual team of experts, the total cycle time can be reduced to 30 to 45 days or 50% increase in efficiency. This also will have a direct support to business line projects by reducing the risk of schedule slippage.

ORGANIZATIONAL DESIGN

A team managed from the Washington HQ will perform all ED&M functions. Six SOH professionals will be located in the Washington HQ with 4 additional personnel assigned to support the Regional Headquarters. These individuals may be organized in teams and will report to the Chief, SOH in the Washington HQ. These teams will also be charged with performing selected technical functions for the SOH program. Physical location of these four individuals will be determined by the functional lead. Current District SOH assets will physically remain at the Districts. The SOH manager at the District will report to the District Commander or DDC.

SAFETY AND OCCUPATIONAL HEALTH (SOH) FTE ALLOCATION

Authorized (Civilian – ED&M Only)		
Washington HQ	Regional HQ	Total
10	0	10

IMPLEMENTATION

Adjust MMD to reflect revised staffing levels. Achieve reduction through attrition.

Work Locations

As we migrate to the new organizational concept. It is very important that all functions participate in the teams being established in order to create an enhanced level of organizational synergy. It is necessary for personnel to work in locations other than the functional office to which they are assigned to facilitate this teaming environment. Other offices, due to their size, will provide matrixed team members to the various offices and teams and these personnel will work with the team when the team needs their support. The figure below indicates the number of personnel by office assigned to work with a team on a permanent basis. Offices that do not have personnel assigned to the various teams will provide matrixed personnel. Office chiefs will develop a process that allows for their entire staff to rotate through assignments with the teams. The length of these rotational assignments should not be less than six months nor more than one year. The length of the assignment should be discussed with the team leader following this general direction. This will create a greater sense of teamwork and knowledge of the activities of the various teams and the organization as a whole.

Assigned Work Locations

Office	Total FTEs Allocated (Incl Mil and Reimb)	Work Location									FTEs Assigned Other Offices
		FTEs Assigned in Field	CW & MP PID	CoP Team	DoD Int Team	RIT	CW Policy Dev	HSO & DCSOPS	CID	Primary Office	
Office of the Chief Counsel	65	24	2	0	1	16	1	0	1	20	45
Directorate of Human Resources	41	16	0	0	0	8	0	0	0	17	24
Directorate of Resource Management	66	0	4	0	0	32	0	1	1	28	38
USACE Finance Center	18	0	0	0	0	0	0	0	0	18	0
PARC	15	0	0	0	0	8	0	0	0	7	8
Directorate of Corporate Information	44	0	2	0	0	16	0	0	1	25	19
Directorate for Corporate Integration	22	0	2	0	0	8	0	0	0	12	10
Office of the Chief of Staff	5	0	0	0	0	0	0	0	0	5	0
Secretary of the General Staff	4	0	0	0	0	0	0	0	0	4	0
Office of Congressional Affairs	0	0	0	0	0	0	0	0	0	0	0
Office of Engineer Inspector General	19	0	0	0	0	0	0	0	0	19	0
Office of History	8	0	0	0	0	0	0	0	0	8	0
Public Affairs Office	17	0	2	0	0	2	0	0	0	13	4
Office of EEO	12	7	0	0	0	0	0	0	0	5	7
Internal Review Office	12	4	0	0	0	0	0	0	0	8	4
Office of Safety and Occupational Health	12	4	0	0	0	0	0	0	0	8	4
Directorate of Logistics	15	0	0	0	0	4	0	1	0	10	5
Small Business Office	7	4	0	0	0	0	0	0	0	3	4
Total	382	59	12	0	1	94	1	2	3	210	172